



Federal Women's Program

14 February 1980

MEMORANDUM FOR: FWP Board Members

FROM :

[Redacted]

Federal Women's Program Manager

SUBJECT :

Revision of the Board Selection
Procedures

STAT

Due to the appointment of directorate FWP Officers,
the selection procedures for the Board need revision.
Attached is a suggested revision for your discussion.
Please forward to me your final version within the next
several months.

STAT



Attachments:

- 1 - Selection Procedures
- 2 - Suggested Revision

DRAFT

FWPB
+
VLC

GUIDELINES FOR SELECTING MEMBERS OF THE FWPB AND THE WORKING GROUPS

1. Each directorate names three representatives to the Federal Women's Program Board (FWPB). In order to achieve a balanced representation of the directorate, members should come from different offices and grade levels. There should be at least one representative from the clerical/secretarial ranks.
2. The directorate coordinator should notify the appropriate directorate officials two months before the expiration of the tour of the respective directorate member and should prepare a vacancy notice to be distributed on a directorate-wide basis, informing interested persons to contact the respective directorate Board members. The vacancy notice should be attached to a memo asking directorate officials for their concurrence and to take action in the distribution of the notice.
3. The call for nominations should make it clear that:
 - a. Membership on the FWPB is an official Agency responsibility (cite charter).
 - b. Members are expected to devote a certain amount of working time to Board activities (up to 20%).
 - c. Members must be willing to spend some of their own time on Board activities when necessary.
 - d. Candidates should have a genuine interest in promoting equality of opportunity for women and skills or experience to permit them to contribute constructively to the Board's activities.
 - e. All interested persons are encouraged to apply.
 - f. Members serve a term of two years.
4. The directorate coordinators should encourage the Working Groups to play an active role in the selection process by suggesting candidates for consideration or by approaching good prospects and encouraging them to apply.

5. The directorate Board members should interview each candidate and send a memo to the appropriate directorate officials, recommending a particular candidate from a list of three qualified applicants for their concurrence. In the selection process the overall makeup of the Board should be taken into consideration, and as broad a representation as possible of ages, races, career ladders, and interest groups should be included. Former and current members of Working Groups should be given first consideration whenever possible.

6. A formal memo is then prepared by the coordinator to be signed and sent by the appropriate directorate officials to the Agency's FWPC.

7. At the end of a member's term, the coordinator should draft a note of appreciation for the director of the respective directorate to sign and be placed in the member's personnel file.



Federal Women's Program

PROPOSED REVISION OF

FWP BOARD MEMBER SELECTION PROCEDURES

(Submitted by FWPM)

1. Membership

Each directorate names three representatives to the Federal Women's Program Board (FWPB). In order to achieve a balanced representation of the directorate, members should come from different offices and grade levels. There should be at least one representative from the secretarial/clerical ranks.

2. Term

The term will be two years and will begin in January and July of each year. Should a Board member resign, the replacement will serve the time remaining of the original term.

3. Vacancies

The Board Chair will notify the directorate FWP Officers two months before expiration of terms. The FWP Officer will ensure that a directorate-wide vacancy notice is circulated. The call for nominations should make it clear that:

- a. Membership of the FWPB is an official Agency responsibility (cite charter).
- b. Members are expected to devote a certain amount of working time to Board activities (up to 20%).
- c. Members must be willing to spend some of their own time on Board activities when necessary.
- d. Candidates should have a genuine interest in promoting equality of opportunity for women and skills or experience to permit them to contribute constructively to the Board's activities.

e. All interested persons are encouraged to apply.

f. Members serve a term of two years.

The directorate FWP Officer should encourage the Working Group to play an active role in the selection process by suggesting candidates for consideration or by approaching good prospects and encouraging them to apply.

4. Selection

Directorate Board members should interview candidates and in coordination with their FWP Officer forward to the appropriate directorate officials a list of those recommended for future openings. It is advisable to maintain a list of 3-5 approved candidates for use in filling vacancies throughout the year.

5. Notification

The directorate FWP Officer will ensure that an official memorandum is forwarded by the appropriate directorate official to the CIA Federal Women's Program Manager stating the names and terms of the new Board members. The FWPM will notify the Board Chair. The official files on Board membership reside in the Agency FWP Office.

6. Resignation

A member of the Board who resigns before expiration of the term will notify the Board Chair and submit in writing a resignation to the directorate FWP Officer with a copy to the Agency FWP Manager. A replacement will then be selected by the directorate from the already approved list of candidates and a memorandum forwarded to the FWP Manager. ?

7. Recognition

There are two possible approaches--in the past b was always done and a was sometimes done.

a. The directorate FWP Officer will ensure that a letter of appreciation for Board service is signed by directorate head and placed in retiring member's personnel file.

- b. The CIA FWP Manager will send a letter of appreciation to the member, through the directorate head or other appropriate official for placement in the retiring member's personnel file.

keep

The LWOP policy is a matter of great concern^u to CIA women because historically the woman has been the spouse to accept this status when an Agency-employed couple is transferred abroad. The employee on LWOP status was often able to sign a contract for employment with the Agency station or base to which the husband was transferred, while maintaining a certain amount of retirement^e and other benefits.*

(2)

The FWPB recommends that the current proposal to limit LWOP to a 90~~WOP~~ day period not be accepted because it will ~~exacerbate~~ *exaggerate* the current problems of the Clandestine Service identified by DDO Personnel Chief, Thomas Polgar² in his memorandum^{attached} to the DDO of 9 April 1979. *(attached) This suggestion is made on the following* Mr Polgar in his suggestions on how to turn around the trends impacting on the morale and longer-term effectiveness of the Clandestine Service" pointed out that:

The DCI and other senior officials should state (and act as if they believed it) that personnel under cover and committed to frequent changes of residence face problems which are psychologically and financially different from the rest of CIA, and that such personnel require special care and attention. . .

He says that "Mobility. . .at all levels. . .must be assured."

Having a negative impact on this mobility, he continues, are the following trends:

The devaluation of the dollar against several foreign currencies is a fact of life. There is nothing the US Government or CIA can do to return us all to the good old days in Europe and the Far East

*Guarantees of re-employment upon return Stateside are restricted by qualifications, the accuracy of which the unemployed spouse will find difficult to determine.

2. We strongly endorse the commitment to re-employment. . .

*1 Reference back.
Ref A att.
Ref B att.*

when the dollar was king. US government employees, unless they have a substantial private income, are not going to be seen with their families in the choicer watering spots, ski resorts, or even the middle-class Holiday resort. . .

He identifies the unfavorable impact on family mobility that a lack of employment for the spouse will incur:

There is no way in which the Government could compensate for the loss of spouse income which is almost inevitable when the family is transferred outside the US....(There can be) no meaningful answer to the professionally trained spouse whose interests are outside the Government."

He argues that: -

These realities must be faced and dealt with if we are interested in the continuation of a healthy, vigorous, competitive clandestine service. It is not merely a question whether we are going to get people with the motivation and qualifications for service abroad, but a question of the willingness of the type of person we need to accept a career of second-class, or worse, existence for self and family. . .

You get what you pay for applies also to CIA.

The amounts required to upgrade the attractiveness of the Service abroad are so miniscule in the national scale of things that they can be opposed seriously only as a matter of principle or of politics, not as a matter of financial economy.*

* * * * *

The recent study done by the NAPA team argues that the LWOP policy should be strengthened, as follows:

"Set up better mechanisms to guarantee that those. . .who are returning from. . .LWOP, will be retained through having absolute priority on all vacancies." (NAPA, Conclusions, p. 99)

Placement of employee spouses returning from LWOP during an overseas assignment has not been afforded a sufficiently high priority." (NAPA Executive Summary, p. VII.)

* See LWOP Benefits, p. 5.

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The FWPB believes that the LWOP policy should be maintained and strengthened through more equitable application and the establishment of procedures to improve its effectiveness. Suggested is a statistical study to determine the number of employees on LWOP, the cost of maintaining them in this status, and the number of employees lost to overseas service through loss of mobility or even termination of service as the result of the loss of spouse income.

Arguments to support this LWOP policy, are as follows:

Helps to Maintain the Attractiveness of CIA Service

Today when service as a CIA officer holds particular risk in service abroad--beyond that of any other foreign service agency, as indicated by press reports of propaganda from around the world--benefits and supporting measures for the career officer and his spouse should be ~~increased~~, ~~not~~ taken away. (Unless the CIA accepts the US State Department dependent's suggestion for a service of bachelors.) The FWPB believes that unless the service remains attractive to married career officers, the Clandestine Service will neither attract nor hold the maximum number of top calibre employees but rather will be forced to complete its ranks with relatively less able employees --whose willingness to service is strengthened by the fact that their options elsewhere are limited.

Helps to Maintain the Mobility of Career Officers

The LWOP policy helps to insure a survival level of family ^{CIA employees/} income at a time when many families are questioning whether they can afford to serve overseas because of:

- the shrinking value of the US dollar
- elimination of many perquisites formerly provided

--losses of personal possessions through loss and damage in shipping and theft by servants

--medical expenses for illnesses incurred abroad that must be treated at personal expense after return stateside

--the nonreimbursible expenses of entertainment

Helps to Maintain a Pool of Available Employees with Skills
And Experience Appropriate to the Overseas Mission

Many of these employees--although classified as clericals and assigned to jobs at entry levels--have had many weeks of training and years of experience in skills essential to the CIA mission, such as recordkeeping, security procedures such as pouching, communication, and preparation of the specialized formats required to process field reports expeditiously through the computerized message system.

Provides Convenience to the Station

The spouse is available at the convenience of the station to take part-time, intermittent, or temporary assignments, as well as fulltime employment. She frequently can be employed with a minimum of delay by avoiding the long clearance period (average one year even for employees who have already had clearances) ^{but have had a break in service} and because she is already at post, the delay of travel time is eliminated.

LWOP Benefits Are Earned

The spouse traditionally has served without recognition or recompense in a variety of roles: typist, reports clerk, caterer, chauffeur, hostess, operations support assistant, as well as aiding the staff officer with cover, assessment, and contacts. At the time when LWOP is being abolished (for all practical purposes) because ---according to one argument---spouses having this status are earning retirement and insurance benefits (that are expensive to the Agency) while "unemployed," a training course is now being offered to career-trainees' wives so that they can be used for such direct operational assignments, as assessments, surveillance, and contacts. It would seem that the benefits that the LWOP spouse ~~accrues~~ ^{accrues} are to some extent, at least earned.

Balancing Costs

Costs of maintaining 60 spouses currently on LWOP status* (who earn some insurance and retirement benefits) should be balanced against the following costs:

1. approximately \$10,000 it costs to clear a potential employee
2. savings in transportation, processing, and other logistics costs when two employees are sent out as a ^{working} couple rather than as individuals, thus eliminating a potential additional employee.
3. ^{a strong guarantee} insurance that the ~~an~~ expensively trained career officer will ^{case (or operations)} remain ^{with the Agency and} remain (mobile)

* figure currently quoted.